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ABSTRACT

The focus of a child caring facility had changed from caring exclusively for orphans to serving a broader population of abandoned, abused, and neglected children. Because no effective marketing tool existed within this child caring agency to make agency identification and information readily accessible to county departments of social services (DSSs), an information brochure was created and distributed by mail and personal presentations to county DSSs. The brochure became a permanent part of the agency program. An "agency identification survey" was used as the primary evaluation of the need for a marketing brochure. The survey was completed by social workers in county DSSs within a 75-mile radius of the agency. A "daily log" was then kept to document the number of child placement requests made by county DSSs and the names of counties represented by the requests. The most important post-survey improvement came in the area of increased county knowledge of the agency. The results justified the creation of the agency brochure. Appendixes include a sample survey and a sample "daily log." (Author/ABL)

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Developing A Strategy To Educate County Departments Of Social Services In The Type Of Referrals Needed For A Residential Child Caring Agency

by

Helen Keevert

Cohort XXXIV

A Practium Report Presented to the National Master's Program for Child and Youth Care Administrators in Partial Fulfillment of the Requirements for the degree of Master of Science

NOVA UNIVERSITY

1990

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March 6, 1990
Date

Helen Keevert
Signature of Student

Abstract

Developing A Strategy To Educate County Departments Of Social Services In The Type Of Referrals Needed For A Residential Child Caring Agency. Keevert, Helen, 1990: Practicum Report, Nova University, Master's Program For Child Care Administrators. Descriptors: Campaign/ Mail Campaign/ Brochure/ Pamphlet/ Marketing/ Advertising/ Residential Care Home/ Marketing Tools/ Adolescent Residential Care.

Because no effective marketing tool existed within this child caring agency to make agency identification and information readily accessible to county departments of social services (DSSs), the writer created an information brochure which was distributed by mail and personal presentations to county DSSs. The brochure became a permanent part of the agency program.

An "Agency Identification Survey" was used as the primary method of evaluation of the need for a marketing brochure. The survey was completed by social workers in county DSSs within a 75 mile radius of this agency. A "Daily Log" was then kept to document the number of child placement requests made by county DSSs and the names of counties represented by the requests. The most important post survey improvement came in the area of increased county knowledge of the agency. The results justified the creation of the agency brochure. Appendices include a sample "Agency Identification Survey" and a sample "Daily Log".

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Chapter 1

INTRODUCTION

This non-profit residential child caring facility was established in 1920 and is located in a rural community. The campus consists of fifty acres of land with twenty buildings used for programs. In the past ten years, agency focus has changed from caring exclusively for orphans to serving a broader population of abandoned, abused, and neglected children. It is licensed to care for 42 male and female children ranging in age from five to 18 years old who are in the custody of county departments of social services (Constitution and By-Laws, 1988). The agency is fully licensed by the State Department of Human Resources to serve the entire state and is in full compliance with civil rights laws. The length of placement varies from one to four years, with an average stay of two years. Staff consists of four social workers (SW), one per ten children, 12 child care workers (CCW), one per five children, a program coordinator, a director of child care (DCC), an executive director (ED), secretarial staff, and 12 board members, including the director. The board members are comprised of people from a variety of business and legal backgrounds. The SWs have bachelor degrees in Human Services, two CCWs have four year degrees, and the remaining CCWs have

completed at least one year of college. The DCC and ED hold Bachelor degrees and are in a master's degree program.

Male and female children are housed together in self-contained cottages, staffed by two CCWs in each cottage, with an average of ten children per cottage. All campus children attend public schools with transportation provided by the school system. The children participate in after school activities and weekend events. They are encouraged to socialize with their friends after school and on weekends, both on and off the campus. Two campus buildings are designated for recreational and social use by the children with scheduled days and hours posted. A staff member provides supervision. The children make and enforce the rules and assume responsibility for decorating the buildings and for general maintenance. The use of these buildings allows the children the freedom to socialize with their peers with minimal adult supervision and encourages a high level of trust between the staff and the children.

The writer's position at this agency is that of the DCC. Responsibilities include staff hiring, training and supervision, program development and implementation, and intake and discharge of children. The DCC is accountable to the ED and the board of directors.

The writer has worked in the field of banking, mental health, a state operated program for exceptional children, and community service programs. Numerous seminars and workshops in the fields of business and human services have been

attended by this writer. Certification is held in nutrition with several programs conducted by the writer for the public. Certification is held in the Basic Course for Residential Child Care Workers, Protective Intervention Training, Crisis Preventive Intervention, and Systematic Training for Effective Parenting.

Chapter 2

STUDY OF THE PROBLEM

Problem Definition

Some county departments of social services (DSSs) were unaware of this agency's existence and physical facilities, or were unsure of the specific population served and the programs offered to children. This lack of awareness prevented DSSs from requesting services.

Prior to initiating a request for child placement, DSSs needed access to specific information about this agency's existence, the physical facilities, the population served, and the agency programs. If this information had been more accessible, DSSs could have made more appropriate placement requests and reduced the high number of applications that were being denied by this agency. Better informed counties would have created less confusion and frustration in those requesting placement which would have decreased the delay in processing applications.

The discrepancy between the services requested by the DSSs and the services offered by this agency were apparent in the applications for child placements made by the DSSs and denied by this agency in the past fiscal year.

Evidence

According to agency records, of the applications received in 1988-89, 76 out of 99 children were denied

placement. Reasons for denials included those children who required a high level of medical supervision, children who were repeated status offenders, or children whose intelligence quota was below 65 percent of the national average.

Agency records also indicated that of the 31 DSSs served within a 75 mile radius of the children's home during the 1988-89 fiscal year, only 9 of the DSSs requested child placement with this agency. During the 1987-88 fiscal year, only 7 of the 31 county DSSs requested child placement with this agency.

This agency was not alone in experiencing problems with agency identification and placement requests. This writer spoke with an ED of a children's home (Humphrey, 1989) who said that some referring agencies in the surrounding communities did not know of its existence even though the agency had been in operation for over fifty years. Their agency's public relations department was involved in designing a brochure for agency identification and for use in increasing information communicated to referring agencies.

An interview was conducted by this writer with the director of a child caring agency (Grissom, 1989) who said that even though the communities were aware that the agency existed, approximately 25 percent of all initial inquiries were inappropriate, in that their agency did not, and never had, served the particular needs of the children for which

placement had been requested. A written survey was distributed to community referral agencies within a 150 mile radius to determine the extent of their knowledge of the agency. Twenty percent of the responding agencies stated that they had not known of the agency's existence prior to the survey. The director felt that some form of marketing was necessary to educate the DSSs as to the services offered by the children's home. Resistance was encountered from the agency's board members who believed that the use of a marketing tool could convey a belief to the public that businesses were exploiting children for profit.

"Marketing is often viewed as an activity that is somehow inappropriate in a human services setting" Administration of Children's Programs (1984). But, without agency marketing, many children would not be able to take advantage of the services offered to them. In an interview between this writer and an admissions supervisor for a child caring agency (Jensen, 1989) the supervisor stated that at least 35 percent of all initial inquiries were rejected as inappropriate, according to their annual report to the Department of Human Resources. Their agency developed a brochure last year which was intended for use by referring agencies, but because of its poor design, it was used for distribution to potential donors rather than for referring agencies. The information supplied to referring agencies did not answer the questions they had concerning child placement. This differed markedly from donor solicitation

brochures such as the one designed by their agency.

Analysis of Causes

There were misconceptions held by many people regarding the purpose of this children's home. Some people believed that the children's home was a training school for juvenile delinquents. They believed that these were incorrigible children who had committed heinous crimes and had to be removed from the society of "normal" children. Many people were unaware that children's home could not treat the severely physically and/or mentally impaired children. These people needed to be told that the children's home now cares for abandoned, abused, and neglected children of average to above average intelligence who were not the cause of their own homelessness. It was time consuming to try to reach everyone in the county DSSs to inform them of the true purpose of the home and to answer their questions.

Response to communications is not exclusively the result of reasoning processes. Very often people believe only what they want to believe while ignoring the verbal or written information supplied to them. According to Bernays (1985), people absorb only what they want and avoid or discard anything that might conflict with their concepts. In order to be assimilated, information has to be given repeatedly, using as many communication tools as the imagination can garner.

The development of a good marketing plan was essential to this children's homes' success. There was a fundamental failure to accept that even in the professional services market there was a need to establish a clear identity and a more aggressive marketing strategy (Wheeler, 1988).

Szoke (1982) in referring to the field of mental health services, stated:

> Although community mental health services have been in place for quite some time, it has only been recently that the focus on marketing those services has come to the attention of mental health administrators. Since mental health offers a "product" that addresses critical human needs, it then may be stigma that needs to be overcome if people are to understand and use mental health services to an even greater degree.

Every organization performs marketing-like activities whether or not they are recognized as such. For example, Kotler (1987) wrote about a police department, concerned with the poor image it had among an important segment of its population:

> The department developed a campaign to "win friends and influence people." One highlight of this campaign is a "visit your police station" day in which tours are conducted to show citizens the daily operations of the police department.

Between 1979-89, the position of Directof of Child Care (DCC) had been held by four individuals, each with a differing perspective on the agency's philosophy and goals. No written guidelines were made available to each new DCC upon acceptance of the position. Because the DCC often had the first contact with DSSs, they received varying pieces of information depending upon the person employed as DCC at the

time. The lack of consistent information created confusion within and without the agency.

An inordinate amount of time had been spent in explaining this agency's policies and programs to the DSSs personnel. Bly (1988:2) stated:

> If people don't know your company, you may find yourself reciting your corporate mission, charter, and purpose over and over to new prospects, new people at client companies, vendors, and new employees. By putting this corporate background on paper, you can save time and quickly communicate what you are and what you do. A company that's well known in one area may be obscure in another, even though it has an excellent product or service to offer.

Customer communication has been an essential activity of all organizations, although many nonmarketing organizations often failed to accord it the importance it deserved. Levitt (1985:18) stated:

> Managements of many organizations think they have fully met their communication responsibilities by setting up advertising and/or public relations departments.

Marketing has been identified as the cutting edge for growth and profit in a dynamic economy in order to meet new developments in the marketplace. This dynamism has been needed in those organizations that deal with social change.

> The elevation of the marketing function in a nonprofit organization is not intended merely for self-interest or self-preservation, but rather as a way of ensuring that their services will be most relevant to the actual needs of a fast-changing society (Wagner 1982: 39)

Other service agencies, such as the public school systems, have been examined for their marketing strategies and applied to marketing this children's home. Shapiro (1983:42) stated:

> For years, certain successful marketing techniques that were once considered to belong almost exclusively to profit-motivated business enterprises have been used advantageously by alert managers in private nonprofit organizations. However, many other managers of non-profit organizations have failed to recognize that marketing is as intrinsic to the nonprofit sector as it is to the business community.

A public relations department supervisor for public schools recently resorted to television programming to dramatize the work they were doing to fight the high school dropout problem. Although an expensive medium, television quickly reached large numbers of parents whose response and interest was tremendous (Kotler, 1987).

Pride (1980: 3) stated:

> "The role of marketing communications is to share the meaning of the company's total product offering with its consumers in such a way as to help consumers attain their goals and at the same time move the company closer to its own goals."

DSSs have begun to advertise their services to the community through the mediums of television and newspapers. Since these mediums were first employed, there has been a dramatic increase in the number of contacts made with individuals within the community who are in need of DSS services.

Many colleges have very small markets which must be solicited for financial support and for increased enrollment.

Ihlanfeldt (1985: 15) stated:

> The traditional strategy for marketing colleges has been for an admission staff to identify various areas within a radius of approximately 150 miles where they have been reasonably successful in attracting students

and then proceed to visit high schools throughout the given area.

The negative or positive image that potential financial supporters and eligible students have had of the college institution was generally determined by the personality and professionalism shown by the representative selected by the college for the job.

Nonbusiness organizations have reached their audiences in a variety of ways. Churches have sustained the interest of its members through newsletters, news releases, campaign drives, and annual reports (Kotler, 1987). This form of communication enhanced the church's image and increased the membership.

In-house corporate newsletters have been a marketing strategy whose message has reached a larger number of clients in a targeted market without a significant increase in advertising cost. By publishing a newsletter, corporations have received credibility as experts in the child care field (Wassom, 1988). Considerable time and money was needed by the corporation to hire and/or train an employee who could effectively design, produce, and distibute the newsletter on a systematic basis.

This agency's past system of conveying information to the DSSs, while not totally ineffective, showed clear limitations in producing the desired effect of making the agency known as well as in increasing the DSSs' knowledge of the agency's facilities, population, and programs.

Chapter 3

GOALS AND OBJECTIVES

Goal

The goal of this practicum was to inform county departments of social service agencies (DSSs) of this child caring agency's existence and that the focus of this agency has changed from caring exclusively for orphans to a broader population of abandoned, abused and neglected children.

Objectives

The following objectives were projected for this practicum:

(1) Over a period of ten weeks, five departments of social service agencies, within a 75 mile radius, will increase their knowledge of this agency's existence as measured by a writer devised survey and a daily log.

(2) Over a period of ten weeks, five departments of social service agencies, within a 75 mile radius, will be made aware of the available physical facilities of this agency as measured by a writer devised survey and a daily log.

(3) Over a period of ten weeks, five departments of social service agencies, within a 75 mile radius, will be made aware of the type of population

serviced by this agency as measured by a writer devised survey and a daily log.

(4) Over a period of ten weeks, five departments of social service agencies, within a 75 mile radius, will be made aware of the type of available programs offered by this agency as measured by a writer devised survey and a daily log.

Evaluation Methods

Attainment of these objectives were measured by the results of a written survey (Appendix A: 26) distributed to 31 county DSSs within a 75 mile radius of the children's home. The survey was designed to measure the number of referring agencies who were not aware of this agency's existence and the amount of agency information they were not aware of prior to the survey. The result of this survey, when compared to agency documentation, was expected to show an increase of five agencies that were made aware of this agency through the survey and an equal increase in the number of appropriate placement requests.

Attainment of these objectives were also measured by data collected in a daily log (Appendix B: 31) recording the number of agencies requesting first time placement and the number of appropriate initial inquiries made by DSSs for child placement during the implementation period. This measurement permitted a comparison with data gathered in the number of agencies requesting placement and the number of placement requests prior to initiating this practicum.

An increase of five appropriate placement requests made with a corresponding decrease of five inappropriate placement requests were to be considered successful.

Chapter 4

Solution Strategies

Information Collection

Unlike the early decades of this century, America has virtually no true orphans. The relevant need today is for services to care for children who have been abandoned, abused, or neglected. This need requires an entirely new marketing analysis.

> Marketing can yield significant benefits both for the providers and consumers of child and youth care services. Without marketing, families in need of residential care services may not be able to find the best available provider. Without marketing, a high quality residential care program may need to dilute or discontinue its services because it is unable to attract public funding or fee-paying parents Administration of Children's Programs (1984: 134).

There has not been a great deal of research relating to the marketing of nonprofit service agencies (Wagner, 1987). For example, Szoke (1982) found a search of literature yielded little regarding active and systematic marketing in mental health although there was a need for advertising the program to the community. The problem of marketing a service agency was intensified when that agency was in the business of residential child caring services. Delozier (1982: 14) stated:

> Children's Homes do not normally view their services as products. But when a product is broadly defined as something that fulfills a need or a want, the term fits comfortably in a children's home domain. Children's homes sell services which increases the opportunity for young people to have better mental health and a chance

to succeed in life.

An increasing number of life insurance agencies have developed capabilities brochures to tell their stories in their respective communities, according to Wassom (1988). A "capabilities brochure" can tell prospects, clients and key people in the community about an agency and the services it has to offer. Such a brochure would help make an agency well and favorably known in a community, as well as inform people of the staff's professional ability to serve them.

In the corporate world, a corporate brochure could enhance a corporation's image. "Image" is a perception prospects and customers have of a firm based on all contacts with the firm, both personal and through advertising and promotion. Bly (1988:2) stated:

> A single brochure can add a touch of class to a corporation. By presenting the full spectrum of your capabilities at a glance, the corporate brochure can pull from current buyers and also help open new accounts. Prospects are cautious about placing important business in the hands of unknown vendors. A brochure goes a long way toward establishing credibility.

An orphanage in North Carolina (Grissom, 1989) created a multicolored brochure in 1979 to be used to increase donorship. This brochure was attractively designed but had a considerable amount of written material that had to be read by the potential donor. This emphasis on providing detailed information discouraged all but the most convicted potential contributor from taking the time necessary to read the brochure. Moderate success was experienced through an increase in financial support of the orphanage during the

past nine years (Grissom, 1989).

The Children's Home, Inc., (Parsons, 1989) produced a brochure for potential donors in 1979 for their residential child caring agency. This well-designed brochure identified their agency, the population served, and the existing programs, to present and potential donors. According to Parsons, the brochure proved to be very effective in increasing their financial support during the 10 years it was in use. The agency is in the process of creating a new brochure using a different format to be distributed to the same market because several of the programs in operation in 1979 were phased out and new programs were added. The new format consists of individual cards inserted into a folder describing each program. The cards can replaced or increased as programs change.

Solution Strategies

Selection of a solution to the problem of making agency information readily accessible to DSSs while remaining time and cost effective culminated in a decision by the writer to devise an information brochure similar to the brochure designed and implemented by Parsons (1989). The brochure was distributed by mail and personal presentations to county DSSs.

Implementation Plan

The actions and activities necessary for implementing this proposal were completed as follows:

Week 1 Formation of a committee made up of ED, PR,

DCC, Staff

Week 2 Development of a survey to determine the amount of agency information known and unknown by DSSs

Week 3 Distribution of a survey by mail and in person

Week 4 Tabulation of DSSs' survey responses

Week 5 Submission of survey results to the committee

Week 6 Preliminary steps taken to determine estimated cost from competitive printers

Week 7 Design of brochure's format and content

Week 8 Layout by printer

Week 9 Receipt of final price from printer

Week 10 Final approval by committee

Brochure printed

Follow-on

The writer distributed the brochure to DSSs by mail and made personal presentations to two county DSSs. The brochure became a permanent part of the agency program.

Chapter 5

RESULTS, CONCLUSIONS, AND RECOMMENDATIONS

Results

The goal of this practicum was to inform county departments of social services (within a 75 mile radius of this agency) of this child caring agency's existence and that the focus of this agency had changed from caring exclusively for orphans to a broader population of abandoned, abused, and neglected children.

The objective for the practicum was to make an additional five county departments of social services aware of this agency's existence, its plant facilities, the population served, and the programs offered to children.

Over a period of ten weeks, one county department of social service agency within a 75 mile radius became aware of this agency's existence as measured by a writer devised survey and a daily log. There was an increase by five in the number of appropriate placement requests made by DSSs two months after the survey compared to the same two months in the previous year. During the same period of time there was a decrease by seven in the number of inappropriate placement requests. Twenty-six counties out of the 31 counties surveyed were unaware of some of the plant facilities prior to the survey. Five additional agencies were made aware of the population served by this agency. Thirty of the 31 counties surveyed responded that they were unaware of some of

the programs offered by this agency.

Conclusions

The writer's objectives were effectively accomplished. The survey results indicated that more counties were already aware of this agency's existence than the writer had anticipated. The survey results also indicated that a higher number of agencies did not have prior knowledge of the plant facilities than was expected. As predicted by this writer, five additional agencies were made aware of the population served by this agency with a corresponding increase by five in the number of appropriate placement requests made by county DSSs. This increased the number of county DSSs actively placing children with this agency from nine to 14 placing counties. Inappropriate placement requests decreased by seven, two more than predicted. The most surprising survey result was in the high number of counties which were previously unaware of the programs offered by this agency. This may have been due to the lack of continuity by this agency in communicating with the counties as existing programs became obsolete or new programs were developed.

The daily log had to be revised to include a column to document the number of inquiries made by county DSSs during a two month time span. The revised daily log was moderately successful in that it did show an increase over a short period of time. The log should show more accurately the effect of the survey if used over an extended period of time.

As suggested in Chapter 2, DSSs can make more

appropriate placement requests and reduce the number of inappropriate requests if specific information about this agency is made more accessible to them. This was partially accomplished by means of the written survey. The survey information was conveyed to the DSSs by mail and created the desired effect of making the agency known, as well as increasing DSSs' knowledge of the agency's facilities, population, and programs. As Bly (1988:2) stated, by putting agency information on paper, time can be saved and information quickly communicated as to the purpose of this agency and the services it offers to the public.

A more aggressive marketing strategy was needed in order to identify the agency's services. This was partially accomplished by means of the agency survey distributed to county departments of social services. The survey and daily log confirmed the need for an agency brochure. A brochure would become a permanent information source for county DSSs. The brochure was completed and made available by mail and in person by this writer to the 31 county DSSs in this area.

This writer personally presented the brochure to a county DSSs nine child placement social workers. The social workers expressed appreciation for the brochure and stated that the information it contained would greatly aide in the search for appropriate child placements. The Social Work Supervisor for the county DSS stated that the brochure would also be practical for new social workers who would otherwise have to contact this agency by telephone for the

information. The brochure will serve as a constant reminder of this agency and its services and will reduce the frequency of repeating information verbally to each new social worker for the various counties.

Recommendations

In order to be assimilated, information has to be given repeatedly, using as many communication tools as the imagination can garner (Bly, 1988). It is recommended by this writer that:

1. Administrators conduct a written survey of the surrounding counties within a 50 to 75 mile radius to determine the effectiveness of their child caring agency.
2. Administrators in the field of child care consider designing a brochure as a permanent marketing tool to be distributed to county DSSs.

An agency brochure could enhance the professional quality of child caring agency and could ensure greater service to the communities in which they serve.

The brochure, designed and distributed by this writer to county DSSs, has become a vital part of this agency's services. The following plan has been devised to insure the greatest use of the brochure:

1. The brochure will be mailed to county DSSs upon request.
2. The brochure will be mailed automatically at one year intervals to all county DSSs within a 75 mile

radius of this agency.

3. The brochure will be used to assist agencies who request information on child placement such as the mental health facilities and hospitals. This will provide them with agency information and inform them of the need to process applications through their county DSS.

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Appendix A

AGENCY INDENTIFICATION SURVEY
TO
COUNTY DEPARTMENTS OF SOCIAL SERVICES

AGENCY IDENTIFICATION SURVEY
TO
COUNTY DEPARTMENTS OF SOCIAL SERVICES

Statement of Purpose:

The purpose in requesting your assistance in answering this survey is to determine the level of awareness by referral agencies' personnel of this children's home's existence and the programs and services it offers to the communities it serves.

Instructions:

Place an x within the [] that indicates your response to the question. Please feel free to add any questions or comments at the completion of the survey and write in the name of the county you represent.

Thank you for your time in completing this survey and returning it in the self-addressed, stamped envelope, prior to January 5, 1990.

Sincerely,

Helen Keevert
Director of Child Care

A. ORGANIZATION **Were you aware that this agency:**	Yes	No
1. exists?	[ ]	[ ]
2. is a community centered, non-profit residential children's home in operation since 1920?	[ ]	[ ]
3. serves abandoned, abused, and neglected boys and girls in the normal I.Q. range?	[ ]	[ ]
4. serves children 5 to 19 years old who attend school?	[ ]	[ ]
5. is licensed by the state Department of Human Resources?	[ ]	[ ]
6. is listed in the state register	[ ]	[ ]
7. is a member of the North Carolina Child Care Association and South-eastern Child Care Association?	[ ]	[ ]
8. operates under the Civil Rights Compliance Act of 1964?	[ ]	[ ]
9. operates under section 504 of the Rehabilitation Act of Non-discrimination on basis of handicap?	[ ]	[ ]
B. PROGRAMS **Did you know that this agency offers:**		
1. a Preparation For Independent Living program for children 16 to 19 years old?	[ ]	[ ]
2. an Adolescent Development Program for children approximately 12 to 15 years old?	[ ]	[ ]
3. Supplemental Parenting?	[ ]	[ ]
4. Permanency Planning?	[ ]	[ ]
5. Family Clarification?	[ ]	[ ]

C. SERVICES

Did you know that this agency offers:

1. psychiatric services on the campus twice each week provided by a licensed psychiatrist for children by request of the legal guardian? [ ] [ ]

2. public school education with transportation provided by the school system? [ ] [ ]

3. tutorial services provided by certified tutors on the campus three nights each week throughout the school year for all children whose California Achievement Test (CAT) scores fall below the 49 percentile? [ ] [ ]

D. PLANT FACILITIES

Were you aware that the campus has:

1. Four cottages providing housing for 10-12 children in each cottage? [ ] [ ]

2. a fully equipped gymnasium opened in November of 1988? [ ] [ ]

3. a recreation center decorated and used by the residents for social activities? [ ] [ ]

4 a swimming pool? [ ] [ ]

5. a softball field and tennis court? [ ] [ ]

6. fishing ponds and campsite? [ ] [ ]

7. computer games and videos? [ ] [ ]

8. a campus church? [ ] [ ]

E. STAFF

Did you know that:

1. all cottages are self-contained and are operated on a family style basis? [ ] [ ]

2. each cottage is staffed by a married couple? [ ] [ ]

3. there is one social worker for every 10 children in residence? [ ] [ ]

4. daily team meetings are held by social workers, child care workers, and co-ordinator for each cottage? [ ] [ ]

5. semi-annual meetings are held with the child, legal guardian, and agency staff members to update plans of care? [ ] [ ]

F. ADMISSIONS PROCEDURE
Did you know that:

1. departments of social services may make initial inquiry for child placement by telephone or by submitting a written application? [ ] [ ]

2. the length of time between application and agency placement decision is two weeks? [ ] [ ]

3. the agency's address and phone number for placement requests should be made to:

   The Free Will Baptist Children's Home, Inc.
   Admissions
   Box 249
   Middlesex, North Carolina 27557
   Phone: (919) 235-2161 [ ] [ ]

G. QUESTIONS OR COMMENTS

Name of agency you represent:_____

Appendix B

DAILY LOG: COUNTY DSS PLACEMENT REQUESTS

DAILY LOG: COUNTY DSS PLACEMENT REQUESTS

COUNTY	NUMBER OF PRESURVEY AGENCY CONTACTS IN JAN/FEB 1989	NUMBER OF POSTSURVEY AGENCY CONTACTS IN JAN/FEB 1990